



## **LOCAL ECONOMIC DEVELOPMENT PARTNERSHIP FORUM TOURISM DEVELOPMENT: DELIVERY AT A LOCAL LEVEL**

### **SLAED Tourism Thematic Group**

1. The Scottish Local Authorities Economic Development Group (SLAED), comprises senior officials from economic development teams across all 32 Scottish local authorities. We are a joint local authority forum for discussing and sharing experience, expertise and best practice on a number of economic development issues relevant to Scotland's local authorities, and to the Scottish economy.
2. SLAED has eight thematic sub-groups, looking at the key issues in local economic development and taking forward detailed policy work and analysis.
3. The SLAED Tourism sub group meets quarterly. The group is comprised largely of tourism officers although some representatives have a wider economic development, marketing or events remit. A significant amount of the group's work relates to the relationship between local authorities and VisitScotland. This includes work to streamline or standardise the form of the service level agreements as well as exchanging information between authorities to assist in developing these agreements. Other work includes acting as a sounding board or advisory group on local authority tourism issues particularly with other public agencies, assisting in developing national tourism policies where possible and assisting with national tourism work such as event promotion and tourism research.

### **Recent activity of Tourism Thematic Group**

4. Over the last twelve months, the Tourism Thematic Group has taken forward a work programme which has included:
  - Scotland-wide tendering for up-to-date volume and value research across Scotland
  - Agreeing a Scotland-wide contract for the Visitor Attractions Monitor
  - Understanding the opportunities of accessible tourism and social tourism – launch of the Respatiality tourism project (piloted in Fife)

- State Aid Implications – two meetings with Scottish Government State Aid Team
- Homecoming 2014 – Scotland perspective – sharing itineraries
- National Tourism Development Plan – understanding what is required and to talk through what will be reported

### **Good practice in tourism development**

5. SLAED has recently been compiling evidence of good practice carried out by local authorities in leading and securing tourism initiatives. A flavour of the range of activity taking place locally across Scotland is given in the attached 16 case studies, showcasing the work of local authorities acting in collaboration with a range of partners, to support investment in tourism development.

SLAED  
March 2014

<b>Title</b>	<b>Fife Tourism Partnership: wins Cosla Award</b>
<b>Local Authority</b>	Fife Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Fife Council</li> <li>• Fife Tourism Partnership</li> </ul>
<b>Project Summary</b>	<p>The Fife Tourism Partnership was set up following extensive consultation with the tourism sector in Fife. In its four years of operation it has encouraged more than 1,000 businesses to engage on a regular basis through initiatives, training, workshops and social media. In two years alone, 2012 and 2013 over 300 businesses have attended workshops and courses developed by the Fife Tourism Partnership.</p> <p>The strategy is both strategic and locally focussed. This model can easily be implemented elsewhere in Scotland; it is a sustainable approach to tourism development as it puts businesses and their communities at the heart of all activities. The overall objective was to re-balance the tourism economy so that the county could use its strong assets of St Andrews and the East Neuk, but at the same time bring in Fife's regeneration areas in order to strengthen the tourism offer to visitors with the added value of aligning resources for stronger economic impact.</p> <p>The mission adopted by Fife Tourism Partnership is: <b><i>'Fife Tourism Partnership will work with tourism businesses and communities to attract more visitors to Fife, to increase spend and to exceed visitor expectations'</i></b>.</p> <p>The mission has driven all partner activities and is at the heart of all prioritisation and decision making. This is important because everyone in a destination has a direct or indirect role in tourism; customer care starts from the moment the visitor arrives in a destination and finishes when they arrive home afterwards.</p>
<b>Resources</b>	<p>The Fife Tourism Partnership prepared a new tourism strategy in 2010 with four main aims:</p> <ol style="list-style-type: none"> <li>1. A warm welcome for all</li> <li>2. More successful and growing businesses and Communities+</li> <li>3. The right infrastructure</li> <li>4. Key Fife products to take to market and sell</li> </ol> <p>An action plan was then written in partnership with other stakeholders including the Federation of Small Businesses, The Fife Chamber of Commerce and Enterprise, Fife Coast and Countryside Trust, Scottish Enterprise, VisitScotland and internal Fife Council stakeholders, Sports Development, Events Strategy Team, Cultural Team, Town Centres, Transportation, and Marketing etc.</p>

<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• This consultation meant that the tourism strategy action plan identified a strong range of activities which would be joined-up and clear about which organisation would deliver each action in order to spread to load.</li> <li>• This approach has meant that duplication is minimised, risks spread across a number of partners, budgets were used effectively and more activity took place.</li> <li>• Quarterly meetings are held to monitor progress.</li> <li>• The Fife Tourism Strategy also aligns with the new National Tourism Strategy for Scotland, which calls for destinations to identify its key assets and turn them into experiences</li> <li>• The impact of this model has been a sustained increase in tourism economic impact throughout the years since the beginning of the recession. Fife is demonstrating 4% growth, compared to the Scottish growth figure of 1%.</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	<p>Chair of the Fife Tourism Partnership, John Parker of Morton of Pitmilley Countryside Resort, said: <i>"This year has seen our vision for how tourism businesses can work together come closer. Our conference in the spring had collaboration as its theme which focused our attention on how all aspects of tourism can benefit and boost the local economy. I'm delighted that the Cosla Excellence Awards have acknowledged the great work being done here."</i></p>
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<p><a href="http://www.FifeTourismPartnership.org">http://www.FifeTourismPartnership.org</a>  <a href="http://www.fifetourismpartnership.org/news/fife-tourism-partnership-celebrates-2013-achievements-with-an-award/">http://www.fifetourismpartnership.org/news/fife-tourism-partnership-celebrates-2013-achievements-with-an-award/</a></p>
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<b>Date</b>	March 2014
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<b>Title</b>	<b>Britain From The Air</b>
<b>Local Authority</b>	City of Edinburgh Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Business Partnerships Team, Economic Development, City Of Edinburgh Council</li> <li>• The Royal Geographical Society</li> <li>• Marketing Edinburgh</li> <li>• Essential Edinburgh (central Business Improvement District)</li> <li>• The Royal Highland and Agricultural Society of Scotland</li> <li>• Edinburgh World Heritage Trust</li> </ul>
<b>Project Summary</b>	<p>Britain From The Air was an inclusive, collaborative project which delivered economic, social and environmental benefit to the city. The Business Partnerships team delivered a prestigious, accessible to all, free of charge, on street exhibition of 111 aerial landscape photographs from around the UK, as well a large ‘walk on’ map of the country, on a 2.8 mile walking circuit to drive footfall throughout the city and spread economic benefit.</p> <p>This was a joint public and private sector initiative which brokered in corporate support across council departments, including Services for Communities, Children and Families and Schools. External funding partners were sourced to ensure maximum impact but minimum cost to the Council.</p>  <p>Business Partnerships selected eleven new aerial images to showcase Edinburgh and its identity as a city rich in heritage but also as a dynamic, contemporary capital.</p> <p>Global celebrity, Michael Palin, was invited to launch the exhibition which attracted national media interest.</p> <p>As a result of strong project management, the cost to the Council was minimised by negotiating match funding (total host cost £15,000 shared equally with Marketing Edinburgh and Essential Edinburgh). Additional in kind and cash sponsorship was raised from local businesses and organisations.</p> <p>Results and benefits included:</p> <ul style="list-style-type: none"> <li>• Footfall indicators showed the images were passed and/or viewed around 4 million times during the 8 week period.</li> <li>• Attracted 30 media articles (national press, radio, television)</li> </ul>

	<ul style="list-style-type: none"> <li>• Raised the city profile.</li> <li>• Delivered economic benefit city-wide.</li> <li>• Animated the public realm.</li> <li>• Provided opportunity for Scottish photographers to showcase their work.</li> <li>• Provided opportunity for locals and visitors to see Edinburgh from a new perspective</li> <li>• RGS translated educational materials to meet Scottish Curriculum for Excellence criteria</li> </ul> <p>Allowed for successful partnership working on an inter-departmental level between the public and private sector.</p>
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<b>Resources</b>	<p>Core Funding of £15k:</p> <p>City of Edinburgh Council - £5k</p> <p>Marketing Edinburgh - £5k</p> <p>Essential Edinburgh (central Business Improvement District) - £5k</p> <p>Royal Geographical Society – private corporate sponsors</p>
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<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Public &amp; private sector collaboration</li> <li>• Leverage of high quality sponsorship funds &amp; in kind</li> <li>• Communications strategy attracted positive media &amp; maintained interest for 8 week's duration of exhibition (March –May 2013)</li> <li>• Unintended benefits: RGS translated their educational materials to complement the Scottish Curriculum for Excellence. These can be used in future school activities</li> <li>• Lessons reinforced – strong contingency built in to mitigate against weather for outdoor exhibitions was invaluable. Exceptional strong winds &amp; waterlogged ground resulted in changing locations but this was included in risk assessment plan and delivered effectively</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	<p>Dr Rita Gardner (Director of RGS) said: <i>“Nothing like this happens without a lot of hard work and planning. Thanks to you all – Lindsey’s masterminding was magnificent.”</i></p>
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**Where to find out more...**

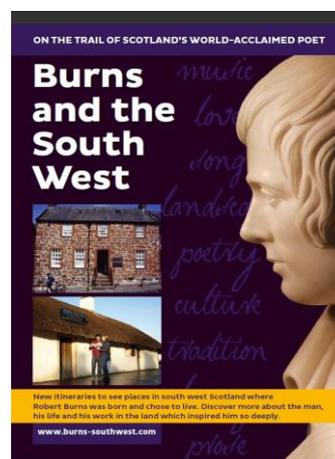
<b>Relevant Web Link(s)</b>	<p><a href="http://www.britainfromtheair.com/">http://www.britainfromtheair.com/</a></p> <p><a href="http://www.edinburgh.gov.uk/news/article/1172/britain_from_the_air_comes_to_edinburgh">http://www.edinburgh.gov.uk/news/article/1172/britain_from_the_air_comes_to_edinburgh</a></p> <p><a href="http://www.bbc.co.uk/news/uk-scotland-edinburgh-east-fife-21861743">http://www.bbc.co.uk/news/uk-scotland-edinburgh-east-fife-21861743</a></p>
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<b>Date</b>	6 <sup>th</sup> March 2014
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<b>Title</b>	<b>Burns and the South West</b>
<b>Local Authority</b>	Dumfries & Galloway Council, North, South and East Ayrshire Councils
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Dumfries &amp; Galloway Council</li> <li>• Ayrshire Tourism Team</li> <li>• VisitScotland</li> </ul>

<b>Project Summary</b>	<p>Three new visitor trails have been created to take tourists on a journey to discover more about Robert Burns and his poetry while also enjoying the visitor attractions and beautiful landscapes of south west Scotland that inspired him.</p> <p>The trails, brought together under the banner of 'Burns and the South West', are the result of joint working between Dumfries and Galloway Council, the Ayrshire and Arran Tourism team and VisitScotland. The main aim of the initiative is for locals and visitors to see and experience places in south west Scotland where Robert Burns was born and chose to live.</p> <p>'Following Burns' is a 3 day itinerary that reveals Robert Burns' life through the places he lived and the people he knew. 'Naturally Burns' is a 2 day trail of light walking taking you into Burns country to explore the very land that inspired our poet. 'Actively Burns' is a fun 4 day itinerary based in Dumfries &amp; Galloway that includes cycling, walking and horse riding.</p> <p>A web presence has been created to complement the trails at <a href="http://www.burns-southwest.com">www.burns-southwest.com</a></p> <ul style="list-style-type: none"> <li>• From 3 March, 50,000 brochures will be distributed in over 600 outlets across Scotland and the North of England including premium sites such as; Glasgow central station, Edinburgh Waverley/Haymarket, ferry terminals, SECC, motorway sites M6/M74 and M8. Distribution will also reach major attractions in Edinburgh and Glasgow, B&amp;Bs/guesthouses/hotels and attractions across D&amp;G and Ayrshire and key sites in Cumbria and Newcastle.</li> <li>• Distribution will be supported by a 4 page insert and dedicated marketing campaign in the Herald, Scotsman, Evening times, Sunderland Echo and Cumbrian News as well as email and digital activity from late March 2014.</li> </ul>
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<b>Resources</b>	<p>£10,000 from D&amp;G Council (South of Scotland Business Competitiveness ERDF Project)</p> <p>£10,000 Ayrshire and Arran Tourism Team</p>
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<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Local Authorities have boundaries but for the tourist they don't recognise these. With all 4 local authorities working together, we have created marketing materials and broken these boundaries to the benefit of all.</li> <li>• Covering such a large geographical area and making sure that the trails give maximum benefit to businesses along the way</li> <li>• Creating a big output for such a small budget</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	<p>Maureen McKerrow, proprietor of the Globe Inn, Dumfries said:</p> <p><i>"We welcome this marvellous guide that gives an excellent link between Ayrshire and Dumfries &amp; Galloway, following in the footsteps of Robert Burns and giving us the opportunity to enjoy the beautiful countryside, places and people that made this corner of the world where Burns chose to live. "</i></p>
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<p><a href="http://www.burns-southwest.com">www.burns-southwest.com</a></p>
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<b>Date</b>	<p>March 2014</p>
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# Tourism Development Case Study



<b>Title</b>	<b>Culture &amp; Heritage – Visitor Orientation - Signage</b>
<b>Local Authority</b>	South Ayrshire Council, North Ayrshire Council and East Ayrshire Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Ayrshire &amp; Arran Tourism Team and visitor attractions</li> </ul>
<b>Project Summary</b>	<p>A project to improve visitor orientation between visitor attractions across Ayrshire and Arran. The focus of the project is the installation of signage at participating venues that will encourage visitors to go on to visit other venues and increase visitor spend.</p> <p>The signs list two other attractions within 40 minutes drive that would appeal to a similar visitor profile.</p> <p>Phase 1 completed: 15 signs in situ</p>
<b>Resources</b>	List of attractions targeted was from a Cultural Map that identified 48 Cultural and Heritage attractions throughout Ayrshire & Arran.
<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• This project allowed attractions to realise that it is the overall experience the visitor has in Ayrshire &amp; Arran that is important and not just the experience at their own attraction. Enabled cross selling between venues</li> <li>• Identified that different attractions required variation of signs, i.e. free standing or wall mounted. These options will offered in Phase 2</li> </ul>
<b>Third Party Quote(s)</b> [if available]	<p><b>N Edwards Director, Robert Burns Birthplace Museum, Alloway:</b>  <i>"the signs were a very visible example of effective cooperation among destinations, led and facilitated by the Tourism Team. They are customer-friendly, collaborative and industry-integrated - in fact everything that makes for successful tourism in Ayrshire and Arran."</i></p>

Where to find out more...

<b>Relevant Web Link(s)</b>	<a href="http://www.ayrshire-arran.org">http://www.ayrshire-arran.org</a>
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<b>Date</b>	February 2014
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## Tourism Development Case Study



<b>Title</b>	<b>Joint Islands Visitor Survey</b>
<b>Local Authority</b>	Comhairle Nan Eilean Siar
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Comhairle nan Eilean Siar</li> <li>• Shetland Islands Council</li> <li>• Orkney Islands Council</li> <li>• Visit Scotland</li> <li>• Highlands &amp; Islands Enterprise</li> </ul>
<b>Project Summary</b>	Carry Out an Islands Visitor Survey specifically covering the three Island Groups (Outer Hebrides, Orkney & Shetland Islands) . It was felt amongst the island authorities that an islands focused survey was required to better inform both the agencies and the industry on trends, visitor interests and constraints/concerns. (Hyper-Link to survey's below)
<b>Resources</b>	Contributions from all three Island Authorities and Highlands and Islands Enterprise. A steering group comprising representatives of the funding partners was established to manage the project.
<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• On going monitoring of the project allowed for changes to the methodology as required to ensure data was captured across all areas.</li> </ul>
<b>Third Party Quote(s)</b> <i>[if available]</i>	Tourism Industry Associations have welcomed this study and in the Outer Hebrides the local Outer Hebrides Tourism Industry Association are to host a conference in April 2014 launching the new Hebrides 2020 tourism Strategy. Scotinform (who carried out the survey) will present findings in detail to both the local authority and industry partners at this event

**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.visitscotland.org/research_and_statistics/visitor_research/all_markets/islands_visitor_survey.aspx">http://www.visitscotland.org/research_and_statistics/visitor_research/all_markets/islands_visitor_survey.aspx</a>
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<b>Date</b>	March 2014
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<b>Title</b>	<b>Loch Ness &amp; Inverness Tourism BID development</b>
<b>Local Authority</b>	The Highland Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Destination Loch Ness</li> <li>• Loch Ness &amp; Inverness TBID Steering group</li> </ul>
<b>Project Summary</b>	<p>Highland Council is working closely with a local private sector led destination organisation Destination Loch Ness to assist their efforts to develop Scotland's first Tourism Business Improvement District. Although following the same approach and legal process of formation as previous BIDs, this is the first instance where the businesses involved are solely from the tourism sector.</p> <p>As well as receiving advice and funding assistance through the council's tourism section a number of other council services have been involved – there has been significant involvement from the elections team regarding the ballot process, the finance service regarding levy collection and financial advice and the Chief Executives service in terms of keeping elected members informed through briefings and committee reports.</p> <p>The TBID steering group themselves have demonstrated a good level of consultation with businesses and cooperation with the existing City Centre BID in Inverness, the local hotels association and others. This includes engaging with Highlife Highland, the organisation that delivers community learning and leisure services on behalf of The Highland Council.</p> <p>The BID ballot is now under way with a closing date of 13th March 2014</p>
<b>Resources</b>	The Council contributed £10,000 from its tourism development budget towards the development phase, complementing further seedcorn funding from BIDs Scotland.
<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Early engagement with the BID proposers was critical and continued regular meetings between the Council and the BID in the later stages of the process has also been very helpful.</li> <li>• The experience of Council officers working with earlier BID proposals elsewhere in the Highlands has proved immensely helpful and has limited time wasted with relearning things already done elsewhere.</li> </ul>

	<ul style="list-style-type: none"> <li>• Involving a range of Council services who each bring different skills and expertise to the meetings with the BID proposers has been useful rather than trying to rely on one lead officer covering issue as diverse as the legal, financial and electoral elements of the process.</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.lnitbid.co.uk">http://www.lnitbid.co.uk</a>
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<b>Date</b>	March 2014
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<b>Title</b>	<b>Outer Hebrides Long Distance Walking and Cycling Route</b>
<b>Local Authority</b>	Comhairle Nan Eilean Siar
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Comhairle nan Eilean Siar</li> <li>• Scottish Natural Heritage</li> <li>• Scottish Gov (ERDF)</li> <li>• Sustrans</li> </ul>
<b>Project Summary</b>	<p>Establish a new Long Distance Walking and Cycling Route: the project seeks to establish a new walking and cycling route covering the length of the Outer Hebrides, the partnership delivering the initial phase of this project is supported financially by SNH, ERDF and Comhairle nan Eilean Siar funding. SUSTRANS have also provided advice and support for the cycle route signage and recognition as part of the national network. This has been a long term aspiration of the local tourism industry and partners will work closely with the tourism industry to ensure maximum economic benefit accrues. The project also works closely with community and private land owning interests to deliver the project.</p>
<b>Resources</b>	<p>Financial contributions from the local authority capital programme, revenue and other in kind support from Scottish Natural Heritage (who employ and manage the project officers) , ERDF funding (45%) . The local Authority manage the steering Group and are the lead agency for ERDF and other funding.</p>
<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Partnership working is delivering benefits, the project is still on-going so lessons still being learnt. Lead Agency role challenging in current financially challenging period.</li> <li>• Early engagement with communities/land owners essential for delivery of project.</li> <li>• Plans for ongoing promotion/marketing/maintenance of LDR and how that can be sustained will be crucial to ensuring the route benefits as many communities along the route as possible.</li> </ul>
<b>Third Party Quote(s) <i>[if available]</i></b>	<p>The Outer Hebrides Tourism Industry Association has welcomed the initiative as a major investment and potential boost to the local tourism sector in the Outer Hebrides</p>

**Where to find out more...**

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<b>Date</b>	March 2014
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# Tourism Development Case Study



<b>Title</b>	Perth Winter Festival
<b>Local Authority</b>	Perth and Kinross Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Perth and Kinross Council</li> <li>• Private sector</li> </ul>
<b>Project Summary</b>	<p>The Perth Winter Festival was an “umbrella” programme of events and promotions from November to February to attract visitation to the City of Perth and contribute to the vibrancy of the city centre by encouraging footfall from day visits and short breaks at key intervals over the winter months. Key elements included:</p> <ul style="list-style-type: none"> <li>• Bonfire Night</li> <li>• Chocolate Festival</li> <li>• Christmas Lights Festival</li> <li>• Crafts and Farmers’ Markets</li> <li>• Outdoor Ice Rink</li> <li>• Chinese New Year Celebrations</li> <li>• “Enlighten” sound and light event at Scone Palace</li> </ul> <p>The programme was supported by an extensive marketing campaign comprising print, media advertising, social media communications and press/PR including the deliberate appointment of a high profile celebrity figure to undertake the Christmas lights switch on to generate major media coverage. VisitScotland also undertook additional short breaks marketing activity.</p>
<b>Resources</b>	<p>Expenditure of approximately £180K was incurred for all events, entertainments and marketing campaigns.</p> <p>Private sector sponsorship of different elements of the Christmas season events was approximately £8K.</p>
<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Officers were tasked with developing an ambitious programme of events over the winter period in line with the Council’s events strategy which seeks to support tourism growth. In this respect, there was significant increase on previous years in the number of events and a more concerted marketing effort, particularly in relation to attracting an out of region audience. The inclusion of a celebrity figure to participate in the Christmas Lights Festival, while seen as controversial in some quarters, resulted in massive media coverage and assisted in attracting a different</li> </ul>

	<p>audience demographic and from a wider geographic spread. Footfall for this event alone was estimated at 26,000 and business feedback showed a consistently high level of uplift on both footfall and sales. This resulted in a “pull through” in city centre footfall in the following weeks as other elements of the seasonal programme got underway.</p> <ul style="list-style-type: none"> <li>• A key objective of the Winter Festival programme had been to drive footfall to the city centre and create a sense of vibrancy and “happening” over the period. By focusing in particular on the Christmas period the Council was seeking to differentiate Perth from other destinations where Hogmanay/New Year may be the focus. However, there is also an expectation now in certain quarters that Perth will host a Hogmanay event in addition which in turn will put pressure on resources and staff if this is to be undertaken. Our aim is drive <i>additional</i> business to the city rather than displacing or purely undertaking a programme of entertainments for residents. However, there is a challenge in ensuring that future plans and programme arrangements remain focused on this such is the level of expectation.</li> <li>• While every effort was made to capture impact information a more robust set of metrics does need to be deployed. Footfall and business feedback was valuable as was analysis of on line and social media traffic and a more consistent methodology across the months will be considered.</li> <li>• The very nature of having an overarching “Winter Festival” approach does bring challenges in terms of sustaining communications particularly over the early weeks of the new year. Individual elements of the programme are arguably stronger than the overall brand and have their own identities e.g. Christmas Lights Festival, “Enlighten” @ Scone Palace therefore the consumer may not appreciate that these are components of a wider initiative.</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.perthcity.co.uk">http://www.perthcity.co.uk</a>
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<b>Date</b>	March 2014
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## Tourism Development Case Study



<b>Title</b>	<b>Ring of Breadalbane Explorer</b>
<b>Local Authority</b>	Perth and Kinross Council and Stirling Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Breadalbane Tourism Co-operative</li> <li>• Perth and Kinross Council</li> <li>• Stirling Council</li> <li>• Perth and Kinross Countryside Trust</li> <li>• Loch Lomond and the Trossachs National Park</li> <li>• Scottish Enterprise</li> <li>• LEADER – Forth Valley, Rural Tayside</li> <li>• Private sector</li> </ul>
<b>Project Summary</b>	<p>The Breadalbane Tourism Co-operative introduced Ring of Breadalbane pilot bus service in 2012 over a 9 week period. The objective of this service was to address a shortfall in public transport provision in a rural area particularly in relation to the visitor market by offering a branded service which linked key attractions and visitor footfall sites and offered a bike carrying service.</p> <p>In 2013, this service was extended to a 16.5 week period (28 June – 20 Oct). 2106 passengers used the service in 2013 – with visitor spend showing an increase of 42% on 2012 with surveys estimating that visitor additional spend in the local economy was over £40K. In 2012 38.5% of operational costs were covered by passenger fares or private sector sponsorship – in 2013 that figure increased to 41%.</p> <p>36 micro businesses were directly linked to the Ring of Breadalbane Explorer through the BTC website and on the Explorer leaflet. It is also estimated that the service directly safe guarded 2.5 jobs.</p> <p>For 2014 the service has been successful in securing funding from the Scottish Government Bus Investment Fund.</p>
<b>Resources</b>	Funding to support the initiative came from the partners listed above totalling £37,500. While this public funding/visitor spend ratio is 1:1 this is projected to be 1:4 by 2015 and 2012 and 2013 can be regarded as development phases for the initiative.

<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• The launch of a branded experience based bus service aimed at the visitor market captured the imagination and did attract reasonable passenger numbers who regarded the service highly.</li> <li>• The initiative was the result of a private sector led group working with public agencies and taking responsibility for the key aspects of the service including route tendering and marketing and engagement with private sector. For 2014 and beyond it is intended that a series of “Rings of Breadalbane” trails is developed with a number of packages and offers through accommodation and attraction providers to include cycling, walking, retail and food and drink. There will be further development of cycle racks to increase capacity and an extension of the service from April to October.</li> <li>• However, the route tendering process was a complex task for a small group and there were issues with unauthorised bus stop signage being placed on the public highway. To overcome this there is now closer engagement with the Council’s public transport unit who offer invaluable advice and guidance.</li> <li>• From the outset a monitoring mechanism was put in place and the appointment of a facilitator for the group (supported by SE through the Planning to Succeed project) and the support of the University of Central Lancashire’s transport and travel department was extremely valuable.</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.breadalbane.org">http://www.breadalbane.org</a> <a href="http://www.">http://www.</a>
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<b>Date</b>	March 2014
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# Tourism Development Case Study



<b>Title</b>	<b>Rural Tourism Business Support Project</b>
<b>Local Authority</b>	Angus Council (lead)
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Aberdeenshire Council</li> <li>• Fife Council</li> <li>• East Lothian Council</li> <li>• Fife Coast and Countryside Trust</li> <li>• Banffshire Coast Tourism Partnership</li> <li>• Scottish Enterprise</li> </ul>
<b>Project Summary</b>	<p>This project aims to deliver an innovative collaborative and truly partnership approach to improving the tourism product rural areas of the East of Scotland by stimulating business networks and increasing collaboration.</p> <p>The project runs from April 2011 – March 2014 and is pending agreement of a further extension to Dec 2014.</p> <p>Partners devised a regional approach to improve quality and service across a wider area with collaborative working and achieve best value.</p> <p>The project focuses on 4 key sectors which are niche markets for stimulating local and regional tourism. These are delivered with regional collaboration of the public, private and community sector who can provide key skills and expertise in relation to eg product/market and reputation development and business and event collaboration.</p> <p>There are 4 individual work packages within the project with different partners in each namely Golf, Heritage, Outdoor and Food and Drink.</p>
<b>Resources</b>	Financial contributions and staffing resource from each partner as well as in kind support.

<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Strong collaboration and genuine partnership working across partners throughout the East of Scotland</li> <li>• Voluntary, private and public sector working together</li> <li>• Project management skills at a regional level</li> <li>• Best value – eg collaborative marketing at events and exhibitions</li> <li>• Good practice sharing and replicating successes in the area</li> <li>• Project adapted as it progressed, evaluating and responding to need</li> <li>• Spin offs <ul style="list-style-type: none"> <li>○ joint partner study into impact of V&amp;A Dundee for east coast partners</li> <li>○ feasibility study into east coast seafood trail</li> <li>○ Other partners wanting to come on board if project is successful in being awarded an extension eg to expand maritime heritage element</li> <li>○ East of Scotland Golf Alliance – strengthened and reinigorated with Aberdeenshire now joining as well</li> <li>○ Looking at transnational links and future projects</li> </ul> </li> </ul> <p>Were there any challenges or potential pitfalls along the way that you had to overcome, and would you do anything differently next time?</p> <ul style="list-style-type: none"> <li>• Project management – different internal financial systems; EU audit requirements; larger time commitment to project management than anticipated</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	Project was a winner at EU Structural Funds annual awards 2013.
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	Many – for each package and partner
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<b>Date</b>	March 2014
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<b>Title</b>	<b>South of Scotland Business Competitiveness Project</b>
<b>Local Authority</b>	Scottish Borders Council & Dumfries and Galloway Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Business Gateway Scottish Borders</li> <li>• Business Gateway Dumfries and Galloway</li> <li>• VisitScotland</li> <li>• Scottish Enterprise</li> </ul>
<b>Project Summary</b>	<p>This project seeks to improve business performance, sustainability and regional competitiveness in the rural region of the South of Scotland (SoS), by focusing on the sectors identified in the SoS Competitiveness Strategy as key to the sustainability of the economy (tourism, food and drink, textiles, land based and renewables).</p> <p><b>Objective</b> The local economy is dominated by micro &amp; small businesses and faces acute challenges of peripherality and limited economic base. In respect to this, the project aims to strengthen the competitiveness of traditional, largely primary- based industries, such as tourism, food &amp; drink and textiles. This project will also address the market failure of information provision relating to tourism and key sector business development support – including proactively targeting businesses/ entrepreneurs to encourage them to engage and access support, collaborate and provide collective product offerings as well as making vital cross linkages with other sectoral programmes.</p> <p><b>Project delivery</b> The project will deliver specialist resources for economic development and diversification of rural businesses, providing support for product improvement and market diversification, expanding into new domestic/ overseas markets, improving environmental and business efficiencies as well as signposting into mainstream business funding and support. Rural business sectors (tourism, food and drink, textiles, land based &amp; renewables) are of higher importance to the economy in Dumfries &amp; Galloway and Scottish Borders in comparison to Scotland as a whole, and employ a higher than average proportion of the employment base. However, these sectors demonstrate a lower than average level of business turnover and gross value added per employee. This project seeks to address this by developing the unrealised potential of micro and small businesses in rural sectors in the South of Scotland, ultimately increasing the sustainable use of natural, historical and cultural assets in support of businesses and commercial development. Project staffing resources will report directly to the respective Council Economic Development service and additionality will be assured via close partnership working with VisitScotland, Business Gateway, Scottish Enterprise, SoS Business Solutions (FE sector) and other public/ private sector partners. In terms of the Enterprise network,</p>

	<p>project officers will act as account managers of the businesses and groups, ensuring overall development plans are agreed and other support and specialists are integrated within the plan.</p> <p><b>Project outcomes</b></p> <p>The project is ongoing, however the outcomes in respect of enterprises assisted, jobs created, marketing and supply/production projects delivered and gross jobs created have all been reached or are on target to be delivered by March 2015 see below.</p> <table border="1"> <thead> <tr> <th></th> <th>Achieved</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Full Assists</td> <td>237</td> <td>200</td> </tr> <tr> <td>QA Scheme</td> <td>44</td> <td>52</td> </tr> <tr> <td>Marketing Support</td> <td>141</td> <td>60</td> </tr> <tr> <td>Marketing Project implementation</td> <td>21</td> <td>20</td> </tr> <tr> <td>Ecommerce implemented</td> <td>6</td> <td>10</td> </tr> <tr> <td>New Starts</td> <td>35</td> <td>10</td> </tr> <tr> <td>Support for Ecommerce</td> <td>40</td> <td>20</td> </tr> <tr> <td>Support energy Saving</td> <td>10</td> <td>20</td> </tr> <tr> <td>Ecommerce strategies Developed</td> <td>0</td> <td>5</td> </tr> <tr> <td>Implementing environmental audits</td> <td>6</td> <td>5</td> </tr> <tr> <td>Green Tourism support</td> <td>3</td> <td>25</td> </tr> <tr> <td>number of jobs</td> <td>71</td> <td>62.5</td> </tr> </tbody> </table>		Achieved	Target	Full Assists	237	200	QA Scheme	44	52	Marketing Support	141	60	Marketing Project implementation	21	20	Ecommerce implemented	6	10	New Starts	35	10	Support for Ecommerce	40	20	Support energy Saving	10	20	Ecommerce strategies Developed	0	5	Implementing environmental audits	6	5	Green Tourism support	3	25	number of jobs	71	62.5
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<b>Resources</b>	<p>This is an ERDF project which funded 40% of the overall project costs. A combination of local authority core budget and staff time were used as project match.</p>
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<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• The project teams were devised of Economic development officers and Business Gateway advisors bringing together product and sectoral development with pure business advice and one to one support for small and micro businesses in the key sectors – this was the first time that the two teams had worked together on a project of this type – allowing for greater interaction and understanding between the teams.</li> <li>• There are administrative challenges with working across two local authority areas and the claims process was often time consuming due to the mix of staff time (requirement for staff timesheets and pay slips) and cash budget. The process was complicated and at times resource heavy.</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	
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<b>Relevant Web Link(s)</b>	<a href="http://www.scotland.gov.uk/News/Releases/2011/08/08104018">www.scotland.gov.uk/News/Releases/2011/08/08104018</a>
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<b>Date</b>	February 2014
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# Tourism Development Case Study



<b>Title</b>	<b>The Helix</b>
<b>Local Authority</b>	Falkirk Community Trust
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Falkirk Council</li> <li>• Scottish Canals</li> <li>• Central Scotland Forest Trust</li> </ul>
<b>Project Summary</b>	<p>The Helix is transforming under-used land between Falkirk and Grangemouth into a thriving urban greenspace covering some 350 hectares.</p> <p>The Helix is an outdoor recreational area open to all, offering easy access to woodland, a central park with a lagoon, linked walking paths and cycleways. It is also opening up Scotland's canal network by installing a new full-length canal link and a canal hub featuring the Kelpies 100 feet high. The worlds largest equine sculptures.</p> <p>Around 15-20 thousand people attended the opening of Helix Park and it has remained busy since.</p>
<b>Resources</b>	Awarded a £25 million grant by The Big Lottery Fund as part of its Living Landmarks Programme.
<b>Good Practice and Lessons Learned</b>	<p><u>What worked well with this project/exercise that you want to share with others? Were there any unintended benefits?</u></p> <p>One particular area that worked extremely well, was the engagement plan defined by our 'People, Place and Enterprise' approach'. This was an extremely ambitious plan that delivered engagement across a huge spectrum of project partners, local businesses, communities, user groups, the health and education sector, as well as national and international audiences. This was the single most important part of our overall approach, putting levels of unprecedented engagement at the heart of the project. Already the engagement process we have undertaken has attracted interest from a number of external projects that are in development, including; 'The Star of Gretna', the 'Threshfield Quarry Development 'in Yorkshire, and arts projects in Holland all set to deliver significant landscape developments. Additionally our model has attracted attention from New York City Parks &amp; Bryant Parks and from groups in Washington DC as an exemplar in engagement and is a focus for this years Common Purpose, Commonwealth Leader programme.</p> <p><u>Were there any challenges or potential pitfalls along the way that you</u></p>

	<p><u><i>had to overcome, and would you do anything differently next time?</i></u></p> <p>A project of this scale, with as many stakeholders delivering over a 5 year period in a particularly harsh economic climate, has had many challenges along the way. In particular establishing the value of such an investment, (albeit supported by a 25m BIG Lottery Grant) against the economic downturn with our immediate community was challenging and took a number of years to become fully established and supported. The engagement plan was critical to all of this, and if required to do a project of this nature again, we would reinforce this plan, and look to bring in early advocacy from a greater number of external champions, and engage our business community with a greater effort.</p>
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<p><b>Third Party Quote(s)</b> [if available]</p>	<p><i>“Visited the Helix for the first time yesterday. It must have been busier than Blackpool beach! It was an exceptionally sunny day, the park was not peaceful or relaxing. It is a wonderful place”</i></p> <p><i>“I volunteer here and I wouldn't if it wasn't excellent!”</i></p> <p><i>“This a brilliant modern take on a park and looks fab for family cycling”</i></p> <p><i>“A slice of tranquility in Falkirk”</i></p> <p><i>“When I see the kelpies I come over all tartan and patriotic! I get a lump in my throat each time I pass, I can't wait to get up close when they are finished!</i></p>
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<p><a href="http://www.thehelix.co.uk">http://www.thehelix.co.uk</a></p> <p><a href="http://www.facebook.com/HelixFalkirk">http://www.facebook.com/HelixFalkirk</a></p>
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<b>Date</b>	March 2014
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# Tourism Development Case Study



<b>Title</b>	VisitFalkirk
<b>Local Authority</b>	Falkirk Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Falkirk Delivers</li> <li>• Falkirk Community Trust</li> <li>• The Helix</li> <li>• The Falkirk Wheel</li> <li>• Bo'ness and Kinneil Railway</li> </ul>
<b>Project Summary</b>	<p>The VisitScotland Growth Fund campaign aimed to increase the cross-selling of attractions and alter the perceptions of the Falkirk area. The campaign primarily targeted the W2 Young Domestic Explorer market – defined as those based within a 90 minute drive time of Falkirk, interested in daytrips and short breaks.</p> <p>Media used proved to be great value for money and were appropriate given the target market, and also ensured that the campaign was well positioned to achieve the targets outlined in the VisitScotland Growth Fund Application. Diverse media channels included: printed publications; special offers booklet; posters and billboards; digital, online and radio advertising; blogs; branded memory sticks and Visit Falkirk t-shirts. This reached a large audience within the target group: roughly estimated that the various forms of media given ensured over 16 million unique potential visitors were exposed to the campaign.</p>
<b>Resources</b>	<p>We received £51,000 from the Visit Scotland Growth Fund with an additional £51,000 received from match funding from the partners with the Visit Falkirk Group.</p>
<b>Good Practice and Lessons Learned</b>	<p>Lessons learned:</p> <p>If going down this route again we would focus on more online activity as opposed to print.</p> <p>We would definitely look for a broader base of partners including accommodation providers and town centre businesses.</p>

<b>Third Party Quote(s)</b> <i>[if available]</i>	<p>1. <i>"We had a great time at the weekend (despite the weather). Everything went according to plan, thanks for the itinerary and adjusting the visit to the wheel to the Sunday. The new development at the Helix looks fantastic and we will definitely be back next year to see it when it is complete. Thank you for all your help."</i> Visit Falkirk Competition Winner</p> <p>2. <i>"Dear Sarah, I am just writing to let you know that I had a good time at my weekend at Premier Inn with my sister Kathleen and nieces Phoebe and Lettie. We booked another room so that my other sister Fiona could come too. We arrived last Friday late afternoon and enjoyed a lovely meal in the Beefeater restaurant next door. Although it rained most of Saturday, we still managed to enjoy ourselves. In the morning we went around Barbara Davidson Pottery, and then went to Callander house, where we looked round the various exhibitions. The history of Falkirk was very interesting. Once we had finished looking around, we went to the cafe where we enjoyed a lovely afternoon tea. We had a look around the Howgate Centre before returning to the hotel, where we had another nice meal. We had to leave early the next morning as Phoebe was in an athletics competition back in Edinburgh so we didn't have time to see the Kelpies. They said that we could visit them another time, so we are probably going to combine that with the steam train experience another weekend when the weather improves. Once again, I would like to thank you for picking me as a winner in the Radio Forth competition. Yours faithfully Marianne"</i></p>
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.visitfalkirk.com">http://www.visitfalkirk.com</a> <a href="http://www.facebook.com/visitfalkirk">http://www.facebook.com/visitfalkirk</a>
<b>Contact</b>	Name: Tracey Martin Tel: 01324 590967 email: <a href="mailto:tracey.martin@falkirk.gov.uk">tracey.martin@falkirk.gov.uk</a>
<b>Date</b>	March 2014

# Tourism Development Case Study



<b>Title</b>	<b>VisitLanarkshire</b>
<b>Local Authority</b>	North Lanarkshire Council & South Lanarkshire Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Lanarkshire Area Tourism Partnership</li> <li>• Lanarkshire Tourism Association</li> <li>• Lanarkshire Tourism Strategy Steering Group</li> </ul>
<b>Project Summary</b>	<p>The VisitLanarkshire partnership was formed following the launch of the first <b>Lanarkshire Tourism Action Plan</b> in 2005. The overall vision is to increase the profile of the region as one of Scotland’s emergent visitor destinations, and to make a contribution to achieving sustainable economic growth through generating a strong, vibrant and successful tourism industry. The Plan is designed to encourage industry participation through member (tourism providers) involvement, ensuring the best possible outcomes are achieved for businesses in the tourism industry.</p> <p>VisitLanarkshire continues to innovate and lead through an overarching partnership approach, delivering tangible results designed to address research outcomes. Examples of this include:</p> <p>A clear, positive image for the region has been created, replacing the out-of-date perception of Lanarkshire as a post-industrial area.</p> <p>2012 and 2013 campaigns developed the ‘Great Days Out on your Doorstep’ theme. The focus on great family days out gives an obvious call to action and encourages local businesses to work together.</p> <p>VisitLanarkshireVenues was developed to increase bed nights from short stays in Lanarkshire to support accommodation providers. Although the target markets and product offerings of VisitLanarkshireVenues are different, every effort has been made to ensure that the two entities are working in tandem, complementing each other and keeping the partnership working as one.</p> <p>Through effective partnership, VisitLanarkshire’s strategies to deliver the destination’s aspirations have benefitted from improved networking and collaboration between the public and private sectors. Working closely with public sectors partners such as VisitScotland and with the private sector including the Lanarkshire Tourism Association we aim to develop the capacity of Lanarkshire tourism businesses by encouraging them to familiarise themselves with other products in the area, through holding meetings in different locations, and by organising familiarisation trips.</p> <p>Industry engagement is building local ambassadors and participation in</p>

	social media, helping to extend the core campaign messages and share reasons to visit Lanarkshire with a wider audience.
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<b>Resources</b>	Funding for the project is circa £200k
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<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• The partnership gained industry recognition in 2012 for promoting best working practice, having been approached by Queen Margaret University, to be used as an exemplar in relation to work done on effective Destination Management Organisations. The VisitLanarkshire initiative won the 2013 Thistle Award for Partnership working</li> <li>• In a parliamentary debate on tourism in 2012, VisitLanarkshire was quoted as being a great example of good partnership working that other areas could learn from.</li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.visitlanarkshire.com">http://www.visitlanarkshire.com</a> <a href="http://www.visitlanarkshirevenues.com">http://www.visitlanarkshirevenues.com</a>
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<b>Date</b>	February 2014
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<b>Title</b>	<b>Visit Lanarkshire Venues.</b>
<b>Local Authority</b>	North Lanarkshire Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• South Lanarkshire Council (Lanarkshire Area Tourism Partnership)</li> <li>• Lanarkshire Tourism Association</li> <li>• Lanarkshire Area Tourism Partnership</li> <li>• Lanarkshire Tourism Strategy Steering Group</li> </ul>
<b>Project Summary</b>	 <p>In response to an identified need to further promote business tourism in Lanarkshire, VisitLanarkshireVenues.com was developed. The site is focused on Conference facilities, Corporate dinners, team building and Weddings in the Lanarkshire Area and highlights the range of quality venues in close proximity to Glasgow and Edinburgh, with good accessibility and competitive rates.</p> <p>The site has been live since its launch at Scotland Means Business in November 2012. The site is a resource for Lanarkshire tourism businesses to promote their corporate offering and provide a brand focus for development of this market.</p>
<b>Resources</b>	The project was resourced by North and South Lanarkshire and by the Lanarkshire Tourism Association.
<b>Good Practice and Lessons Learned</b>	<ul style="list-style-type: none"> <li>• The initial idea was developed following existing models and following advice from industry groups such as Glasgow City Marketing Bureau.</li> <li>• The site is designed for users to input their own information which allows users a better level of engagement and ensures content is kept up to date.</li> <li>• The site is still developing but now features 21 venues.</li> </ul>

	<ul style="list-style-type: none"> <li>• The number of hits has been increasing and the site has more than 500 twitter followers.</li> <li>• Venues have reported new enquiries and bookings coming directly from <a href="http://visitlanarkshirevenues.com">visitlanarkshirevenues.com</a></li> </ul>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.visitlanarkshirevenues.com">http://www.visitlanarkshirevenues.com</a>
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<b>Date</b>	March 2014
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<b>Title</b>	<b>‘Wish you were there...’</b>
<b>Local Authority</b>	East Lothian Council
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• East Lothian Council</li> <li>• Denvir Marketing</li> <li>• Coast to Coast, Foxlake, Belhaven Bikes, Cultural Services, Verdant Leisure, National Museum of Flight, Musselburgh Racecourse, Scottish Seabird Centre, Historic Scotland, Tree-ditions, East Links Family Park, Merryhatton Garden Centre, The Brunton, Fringe by the Sea, Dunbar Science Festival, Black and Gold, Knops Beer, The Chocolate Tree and Today’s Local.</li> </ul>
<b>Project Summary</b>	<div data-bbox="451 925 815 1176" data-label="Image">  </div> <p>‘Wish you were there...’ took place in St Andrew Square Garden, Edinburgh during the Edinburgh Festival, from 1<sup>st</sup> to 11<sup>th</sup> August 2013, to showcase the best that the county has to offer its visitors. The collaborative and high profile event provided visitors to Edinburgh during the busy festival period an insight into all that East Lothian has to offer. ‘Wish you were there...’ highlighted the region’s rich golf heritage, local food and drink specialities, independent retailers, great accommodation, attractions and stunning natural surroundings. The Garden was in essence turned into a mini East Lothian and offered activities for the whole family to enjoy.</p> <p>Key objectives:</p> <ul style="list-style-type: none"> <li>Portray East Lothian as a quality tourist destination</li> <li>Represent all that East Lothian has to offer</li> <li>Feature activities for visitors to ‘have a go’ to prolong their visit</li> <li>Disseminate quality and appropriate information about East Lothian</li> <li>Data capture</li> <li>Track visitors to East Lothian from the event</li> <li>Track direct and indirect business benefit</li> </ul> <p>The event was extremely successful. The PR campaign reached over 2.6m people with an ROI of 11:1          Footfall to St Andrew Square Garden was c 250,000. 90% of the visitors were inspired to visit East Lothian after attending the event          All partners had a positive experience and would participate in future          There is a projected £5m increase in tourist expenditure from overnight visitors to the region.</p>

<b>Resources</b>	<p>The resources were both financial and in kind.</p> <p>The project was managed by East Lothian Council's Economic Development Team, Elaine Carmichael and Claire Dutton, Project Officers (Tourism) and Allan Minto Golf Tourism Officer. The day to day operation was staffed by Economic Development staff. Denvir produced, promoted and delivered the event. The partners provided activities and staffing.</p>
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<b>Good Practice and Lessons Learned</b>	<p>Appointing an experienced external event management company to work with East Lothian Council worked well and team from Denvir quickly got on board and worked with the Council team to deliver the goals. Denvir are also a marketing company and the promotion of the event was a benefit which was greater than originally expected.</p> <p>The main challenge was timescale as we could not commit to the project very far in advance due to our funding cycles and the requirements of the procurement procedures.</p> <p>An additional challenge was working with partners from the industry at what is traditionally a busy time for them in their own business. In future we would handle the involvement of partners in a more simplified manner, for example not having such a range of choices in the ways for them to be involved.</p>
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<b>Third Party Quote(s)</b> <i>[if available]</i>	<p><b>Steve McLean, General Manager at National Museum of Flight</b>, "It's been fantastic to talk with so many people about the National Museum of Flight and tell them about our fascinating collections and exciting events. We've had a super eleven days at Wish You Were There..., and were delighted to hear how keen everybody was to visit East Lothian. We hope to welcome them to our Museum soon."</p> <p><b>Grant Bell, MD of East Links Family Park</b>, "East Links Family Park was 100% behind this venture after dipping our toes in at last year's pilot event. I must say securing such a venue in such a prestigious location at the height of the festival is major coup, especially considering the competition out there. East Links really pushed the boat out this year with colour, banners, branding, live activities as well as an array of livestock and it paid off – helping to pull in the crowds. This was an excellent opportunity for all East Lothian businesses to steer the Edinburgh visitor in their direction. We had fun at St Andrew Square last year and again this year, meeting old customers and doing our best to generate new ones."</p>
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**Where to find out more...**

<b>Relevant Web Link(s)</b>	<a href="http://www.visiteastlothian.org">http://www.visiteastlothian.org</a>
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<b>Date</b>	March 2014
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